

YOUR MULTIDISCIPLINARY AND BILINGUAL LEGAL NETWORK ACROSS CANADA



CIAJ | Canadian Institute for the Administration of Justice
Listening. Learning. Leading.

ANNUAL REPORT
2019 / 2020

WHO WE ARE

The Canadian Institute for the Administration of Justice (CIAJ) is a non-profit, independent organization which brings together all stakeholders in the justice system and promotes excellence and leadership in the administration of justice through knowledge, learning and the exchange of ideas.

Since its inception in 1974, CIAJ has kept a critical eye on our justice system and explored cutting-edge issues likely to improve the administration of justice and preserve a strong and independent judiciary.

Collaborating with governments, courts, tribunals, professional associations, law schools and law firms, CIAJ sponsors and conducts specialized seminars and multidisciplinary programs. The Institute also holds national discussions on key issues and prepares comprehensive papers and reports on these topics. Its services are offered across Canada in both official languages.

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MESSAGE FROM THE PRESIDENT

The Honourable Justice
James W. O'Reilly
Federal Court

Dear CIAJ Members,

We are all experiencing unprecedented circumstances. Each of us is navigating the COVID-19 pandemic as best we can to protect ourselves and our loved ones. We are simultaneously trying to preserve the fundamental institutions of civil society, our critical infrastructure, commercial enterprises, charitable agencies and, yes, not-for-profit organizations like CIAJ.

CIAJ is an organization with a core mandate to bring people together to exchange perspectives, ideas and proposals to advance the administration of justice. In the circumstances of a pandemic, when people simply cannot come together, what role can CIAJ play?

The pandemic presents an existential challenge for CIAJ. But a challenge presents an opportunity to reconceive our mandate, rethink how we do things, and reconstruct the means by which we do them. For the past several months, all of us involved in CIAJ have been working diligently to meet the challenge before us and explore the opportunity it presents us.

It is the staff, though, who have done most of the work. To say that our Executive Director, Me Christine O'Doherty, has performed heroically would be to understate her contribution. She has been a constant source of new ideas, sound advice, and cheerful communication. I doubt we could have weathered the past months without her guidance and determination. She has helped, of course, and we are fortunate to have a strong and energetic staff at our head office in Montreal. We owe them our deepest gratitude.

These efforts have enabled us to deliver some of our core programs in new ways. For example, we offered our perennial National Roundtable on Administrative Law in a virtual format. For other programs, like our Judgment Writing Seminar, we will probably want to preserve the in-person experience. So much learning and guidance in that program come from casual conversations over lunch, at breaks, and within workshops, which simply cannot be replicated in a virtual environment. Even so, we managed to deliver the seminar this year on an online platform. It was a tremendous challenge to combine lectures, workshops, and tutorials across six time zones simultaneously. Yet, it worked. In fact, evaluations suggest that some participants preferred the online format over an in-person experience.

Finally, we have been exploring new types of programs—virtual roundtables, webinars, and webcasts. For example, we staged a highly successful webcast involving a conversation between Chief Justice Richard Wagner and Professor Richard Susskind, an expert on the future of courts, which was attended by 650 people. With that triumph, we are exploring other speakers and topics that will appeal to our members and partners. Stay tuned.

In the meantime, be safe and well. I hope to see you soon, either in-person or on-screen.

Dear Members,

I hope you are doing well. What a year we've had! And it's not over yet. First, I want to thank the small and dynamic team at CIAJ, my colleagues who have put in countless hours and efforts to adapt to the special circumstances of working at home and the new online programs. The learning curve has been nothing short of steep. I also want to thank you, the members, old and new, who have followed us in this crazy race to provide you with content that is always relevant in times of crisis. Many thanks.

Speaking of new members, we have welcomed more than six hundred new people since the beginning of the year. We are very happy to have you among us. Welcome to all of you. The many webinars we have produced since March have allowed us to reach more people, not only in Canada, but in different parts of the world. We have diversified our membership, and we will be able to explore new themes to enrich our future programs.

Of course, CIAJ will continue to offer in-person seminars when the time comes, but online programs will remain. They allow us to serve new demographics and reach remote areas. They are more affordable and the logistics are less complex. Plus, we've all become "pros" of online education platforms!

All these changes have not prevented us from planning the next annual conference on Indigenous Peoples and the Law, which has been postponed to November 17-19, 2021 in Vancouver. We hope that this conference will be held in person to enrich the experience. In addition, and in order to reflect on the important issues of reconciliation and a relationship of equals Indigenous Peoples, CIAJ is proposing a series of activities beginning in October 2020 and continuing until November 2021. A first series of webinars in collaboration with Courthouse Libraries BC will focus on the calls to action emanating from the *Truth and Reconciliation Commission of Canada Final Report*. These six webinars (running from October 14, 2020 to March 10, 2021) will allow us to take stock of their implementation. These webinars will be followed by podcasts and other online programs. We also want to continue to hold roundtable discussions on the issue of jury representation, where possible. Other activities will follow during the year. We suggest that you visit our website regularly and subscribe to our newsletter in order to stay informed of all our upcoming projects.

I would also like to invite you to share your ideas for seminars, webinar series and podcasts. We will be happy to make them happen.

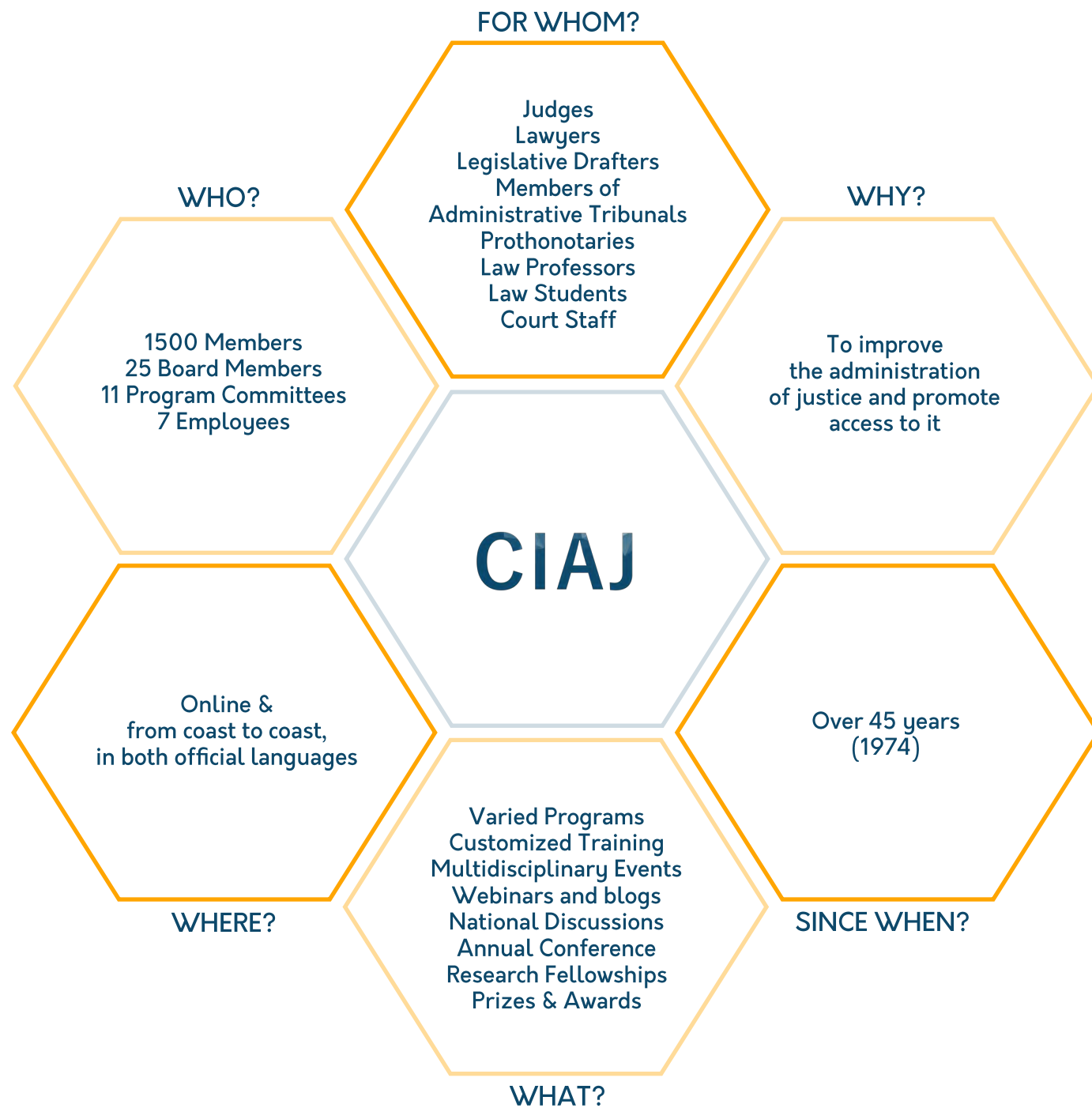
I hope to see you soon, and I wish you all an excellent and healthy year ahead.



MESSAGE FROM THE EXECUTIVE DIRECTOR

Ms. Christine O'Doherty
Lawyer

ABOUT CIAJ



KEY STATISTICS 2019-2020

1500 members
from across Canada

129 volunteer speakers
who are leaders in their
professions

2311 participants
attending our programs,
from all branches of
Canada's legal community

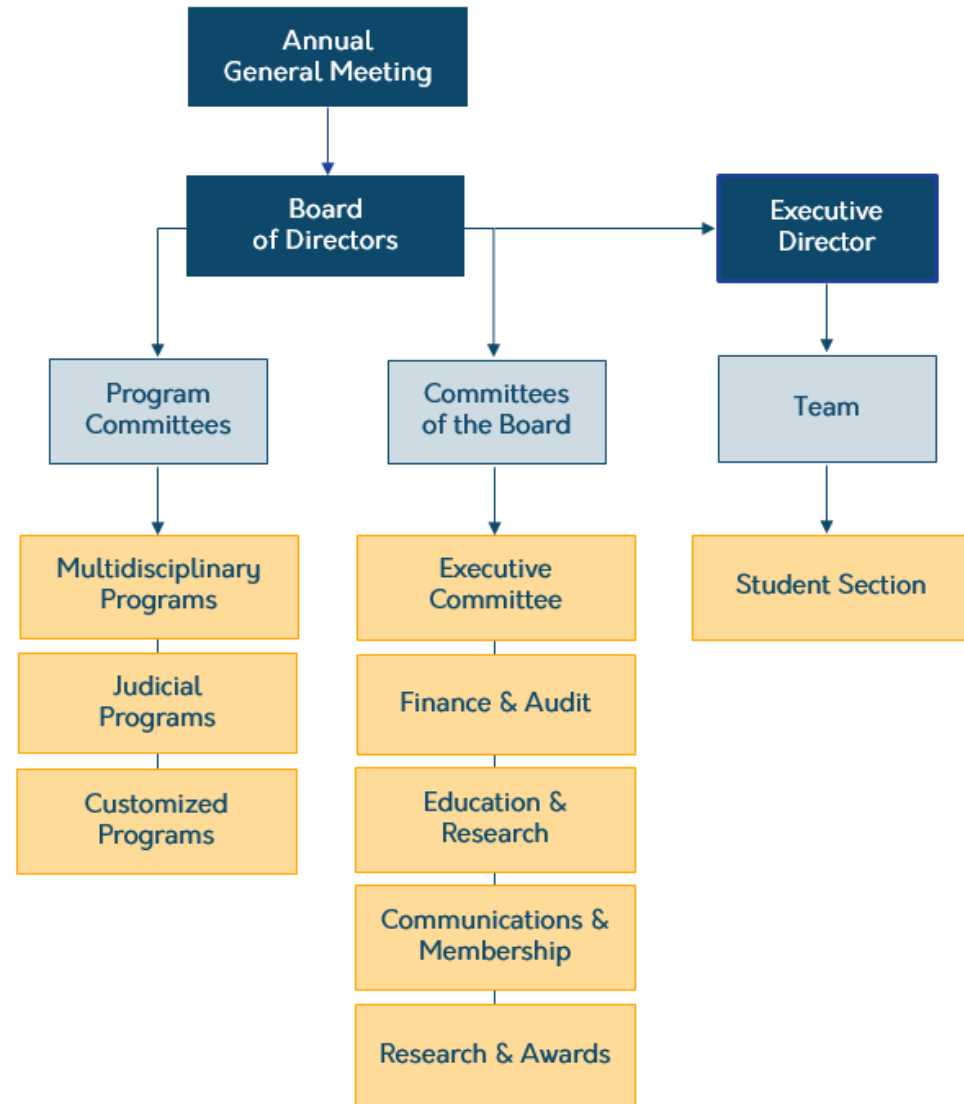
60 days of current
accredited training
programs

10 programs
offered in **6 cities**

25 programs
offered **online**

2 series of provincial
discussions on key issues:
Criminal Delays and Jury
Representation

ORGANIZATIONAL CHART



DEVELOPMENT, ACHIEVEMENTS & CHALLENGES



ADAPTING TO CHANGE IN AGILE MODE

The pandemic has changed the way we do things. The justice system has been particularly affected by the crisis and continues to adapt. CIAJ's team is made up of seven people. A small team that has been working hard to deliver relevant and quality online programs since March 2020. And we will continue to do so, as the response to this training offer has been very positive.

CIAJ's 45th conference on Indigenous Peoples and the Law should have taken place in October 2020. It had to be postponed to November 17, 18 and 19, 2021. This is the first time in CIAJ's history that an annual conference has been postponed in this way. We have rescheduled this program, as it is a very important topic that we feel should take place in person. In the meantime, we have decided to develop a series of six free webinars on the same theme.

KEEP LISTENING

CIAJ can and wants to do more. In order to achieve this, we strive to provide more forums for dialogue and learning open to all individuals and groups who are interested in the administration of justice.

The discussions in these forums are open and friendly and are also driven by a genuine desire for improvement on the part of all those involved.

CIAJ is fortunate to have representation and allies among all members of the legal professions across the country. This valuable asset allows us to stay abreast of important developments and issues. It also allows us to offer our support in return where it is needed, with the added advantage of having an overview of the legal community.

KEEP GROWING

Since last year, CIAJ programs have seen their participation rate increase by more than 27%. 8393 new visitors have visited our website, an increase of more than 35%. The number of members has grown from 1000 to 1500 in just a few months. More than 780 new subscribers have been added to our newsletter.

CIAJ is very enthusiastic about these very encouraging results. This support from the legal community is a key element of our success. It allows us to move forward with confidence, and to continue our work in order to improve the administration of justice. And doing so, access to justice is enhanced for all members of our society.

RESPONDING TO NEEDS

From the outset of the pandemic, CIAJ has managed to offer a series of free webinars on "what do to when crisis strikes" which have been well attended. It was clear that we had responded to a need and that it was relevant to produce more content of this type online.

The CIAJ team quickly developed the skills required to hold CIAJ's signature program on judgment writing (originally designed for federally appointed judges) entirely online. 56 judges participated in this program, which was a great success. Some participants even felt that it should always be held online.

The example of the superior courts convinced the Court of Québec to get more training sessions online. The coming year will therefore allow us to train several judges and members of administrative tribunals on how to write judgments and decisions, thanks to the technology.

ADDRESSING KEY ISSUES

Over the past few years, CIAJ has undertaken a series of projects aimed at strengthening the administration of justice while addressing major issues. These key issues include such themes as the impact of artificial intelligence and social media on legal institutions, mental health, civil justice and the economy, and cultural and religious diversity in the administration of justice. CIAJ has also undertaken a series of projects related to Indigenous Peoples in Canada.

BUILDING BRIDGES WITH INDIGENOUS PEOPLES

CIAJ's activities and programs are vehicles for dialogue.

For example, one of our core projects is to build bridges and contribute to better relations with Indigenous Peoples. To achieve this, we have developed a set of activities.

A first CIAJ annual conference on "Indigenous Peoples and the Law" was held in 2015, following the final report of the *Truth and Reconciliation Commission*.

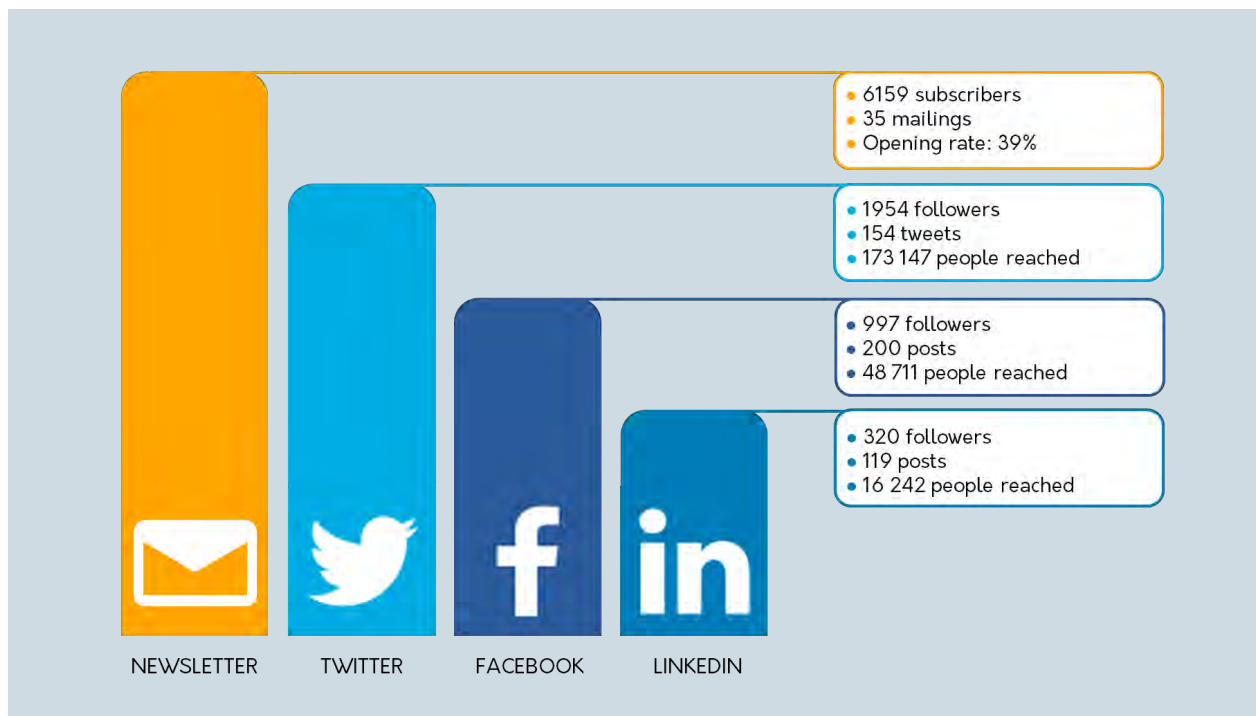
In 2018, CIAJ began its work on the representation of Indigenous peoples on juries. A series of four provincial roundtables followed in British Columbia, Alberta, Manitoba and Atlantic Canada, with more to come.

The 45th annual conference was scheduled to take place in October 2020, one year after the final report of the *National Inquiry into Missing and Murdered Indigenous Women and Girls*. It has been postponed, but we have moved quickly to find new avenues.

For example, we developed a series of 6 webinars on the implementation of normative changes as requested by the *Truth and Reconciliation Commission*, as well as those of the Quebec Inquiry, in collaboration with Courthouse Libraries BC. This webinar series will run from October 14, 2020 to March 10, 2021

These projects were designed in collaboration with Indigenous leaders, but also with CIAJ's Circle of Indigenous Peoples, a group of Indigenous lawyers, judges and professors.

The discussion is well underway, and we hope that many of you will join in.



PERMANENT PROGRAMS & COMMITTEES 2019-2020

MULTIDISCIPLINARY

ANNUAL CONFERENCE

The 44th Annual Conference focused on “The Impact of Artificial Intelligence and Social Media on Legal Institutions” and was held in Quebec City from October 21–23, 2019, with 165 participants in attendance. The Law Foundation of BC, PwC Canada, Smart & Biggar LLP, Lavery de Billy, L.L.P., and CAIJ were partners.

Co-Chairs

- Mr. Patrick A. Molinari, Ad. E., FRSC
- The Honourable Justice James W. O'Reilly

Members

- Professor Benjamin Alarie
- The Honourable Justice Frances Kiteley
- Mr. Eric Lavallée, Lawyer
- The Honourable Justice P. Colleen Suche
- Professor Pierre Trudel
- Professor Martine Valois, Ad. E.
- Professor Nicolas Vermeys

JUDICIARY

DIALOGUES ON JUDGING: CHALLENGES AND REWARDS OF A LONG SERVING CAREER

This biennial program, focused on “The Challenges and Rewards of a Long Serving Career” is conducted jointly by CIAJ and the National Judicial Institute (NJI). It was held in Toronto from November 13–15, 2019, with 41 participants in attendance.

Co-Chairs

- The Honourable Justice Sheila J. Greckol
- The Honourable Justice Carl R. Thompson
- The Honourable Justice André Wery

JUDICIARY (CONTINUED)

SEMINAR FOR NEW FEDERALLY APPOINTED JUDGES

This program is offered twice a year, in collaboration with the National Judicial Institute (NJI). The Fall program was held in Victoria (BC) from October 26–November 1, 2019, with 131 participants in attendance.

The Spring program that was supposed to take place in Gatineau from March 28 to April 3, 2020 was cancelled due to the COVID-19 pandemic.

Co-Chairs

- The Honourable Justice Michael Brown
- The Honourable Justice Daniel Dumais
- The Honourable Justice Lauri Ann Fenlon
- The Honourable Justice Catherine La Rosa

MASTERING THE SKILL OF JUDGMENT WRITING

This biennial program, offered jointly by CIAJ and the National Judicial Institute (NJI), was supposed to take place in Vancouver from April 26–30, 2020. It was cancelled due to the COVID-19 pandemic. The next edition will take place in Vancouver, on April 24–28, 2022.

Co-Chairs

- The Honourable Justice Daniel W. Payette
- The Honourable Justice Janet M. Simmons

JUDGMENT WRITING SEMINAR **ONLINE**

Due to the COVID-19 pandemic, this annual program was moved online. It was held from June 29 to July 2, 2020, with 56 participants in attendance.

Co-Chairs

- The Honourable Justice James W. O'Reilly
- The Honourable Justice Daniel W. Payette

THANK YOU TO OUR COMMITTEES! 2019-2020

In 2019-2020, CIAJ hosted a total of 35 events (25 online and 10 in 6 Canadian cities) mobilizing 129 speakers, for the benefit of 2311 participants from all areas of the legal profession.

We would like to thank all of the program committee members for their work and dedication, and for their unwavering support through the uncertainty caused by the COVID-19 pandemic. These experts from across Canada identify the important issues in their field of expertise and generously share their ideas and knowledge to enrich the work of our organization.

LEGISLATIVE DRAFTING **ONLINE**

WEBINARS & CONFERENCE

There were four webinars on legislative drafting: two in English and two in French.

“Vavilov: Impact on Legislative Drafting” was held on February 19 and 20, 2020 and brought together 194 participants for the English session and 62 for the French.

“Judicial Review of Delegated Legislation: The Long and Winding Road to *Vavilov*” was held on June 17 and 18, 2020 and brought together 142 participants for the English session and 27 for the French.

The 20th edition of the biennial Legislative Drafting Conference was moved online and has been held in 4 parts of 3 hours each, on September 10-18-24 and October 1, 2020.

Co-Chairs

- Mr. John Mark Keyes
- Ms. Sandra Markman

Members

- Ms. Catherine Beaudoin
- Mr. Jean-Charles Bélanger
- Ms. Elena Bosi
- Mr. James Charlton
- Ms. Wendy Gordon
- Ms. Mistrale Goudreau
- Mr. Siegfried Peters
- Mr. Mark Spakowski
- Mr. Scott Webber
- CIAJ’s President (ex officio)
- CIAJ’s Executive Director (ex officio)

ADMINISTRATIVE LAW **ONLINE**

WEBINARS & NATIONAL ROUNDTABLE

There were four webinars on administrative law: two in English and two in French.

“New Standard of Review: The Essentials” was held on January 30, 2020 thanks to the technical support of the Federal Court of Appeal. It brought together 165 participants for the English session and 52 for the French.

“Six Months of *Vavilov*, Where Are We Now?” was held on May 25 and 26, 2020 and brought together 85 participants for the English session and 14 for the French.

Due to the COVID-19 pandemic, the annual and bilingual program on administrative law was moved online. This edition entitled “Towards a Unified Theory of Administrative Law?” took place on May 29, 2020 and brought together 104 participants, which represents an increase of 126%.

Co-Chairs

- Mr. Michael Gottheil
- Mr. Athanasios Hadjis
- The Honourable Justice James W. O’Reilly

Members

- Ms. Jean Buie
- Mr. Jeff G. Cowan
- Ms. Laverne Jacobs
- Mr. Marcel Larouche
- The Honourable Justice Lorne Sossin
- Mr. Simon Turmel
- Professor Martine Valois
- Professor Sheila Wildeman
- Ms. Lauren Wihak
- CIAJ’s Executive Director (ex officio)

CPD, ONLINE SERIES FREE WEBINARS & SPECIAL WEBCASTS



In response to the COVID-19 pandemic, CIAJ has promptly built a new website section for continuing professional development. A new webinar series on “What to do When Crisis Strikes” has been designed. Given the context, it was decided that the series would be offered for free when watched live, not only for members of the legal community but for everyone. These live webinars welcomed over 700 participants and the videos are now archived on CIAJ’s website.

A special webcast entitled “Will COVID-19 Be the Catalyst We Were Waiting for to Modernize the Courts?” featuring Chief Justice Richard Wagner, also welcomed 650 live participants.

ADMINISTRATIVE LAW

ONLINE SERIES

Episode 1: January 30, 2020

New Standard of Review: The Essentials
(1 hour CPD)

With The Honourable Justice David W. Stratas and Dr. Gerald Heckman.

This webinar was made possible thanks to the technical support of the Federal Court of Appeal.

Episode 2: May 25, 2020

Six Months of Vavilov, Where Are We Now? (1 hour CPD)

With Professor Paul Daly and Lawyer Lauren J. Wihak

National Roundtable on Administrative Law:
May 29, 2020 (5 videos, up to 5 hours CPD)

LEGISLATIVE DRAFTING

ONLINE SERIES

Episode 1: February 19, 2020

Vavilov: Impact on Legislative Drafting
(75 minutes CPD)

With Professor Paul Daly and Professor John Mark Keyes

Episode 2: June 17, 2020

Judicial Review of Delegated Legislation:
The Long and Winding Road to Vavilov
(90 minutes CPD)

With Professor John Mark Keyes and Professor Mistrale Goudreau

WHAT TO DO WHEN CRISIS STRIKES

FREE WEBINAR SERIES

(There were also 7 episodes in French)

Episode 1, March 25, 2020

Becoming the Boss of Your Mental Health: Self-Management Practices for Anxiety in the Workplace (1.25 hour CPD)

With Ms. Nadia Hammouda, English Community Lead, Revivre *** This episode is for CIAJ Members only.

Episode 2, April 1, 2020

Mindfulness and Meditation Practices in Times of Crisis (0.75 hour CPD)

With Ms. Heather Cross, Lawyer, Here + Now

Episode 3, April 8, 2020

Stuck at Home: Tips and Tricks for Surviving (And Thriving) During a Crisis (1 hour CPD)

With Valérie Gobeil, Lawyer, Head of Development, GSoft and Tamara Mosher-Kuczer, Lawyer, Capelle Kane

Episode 4, April 22, 2020

Building Mental Health into Emergency Management and Business Continuity Programs (1 hour CPD)

With Liz Horvath, B.A.Sc., CRSP, Manager, Workplace Mental Health, Opening Minds, Mental Health Commission of Canada

Episode 5, May 6, 2020

Administrative Tribunals and COVID-19: Challenges, Solutions and Takeaways (1 hour CPD)

With Jennifer Khurana, Vice-Chairperson, Canadian Human Rights Tribunal, and David A. Wright, Chair, Law Society Tribunal, Ontario

MODERNIZING THE COURTS

SPECIAL WEBCAST

Will COVID-19 Be the Catalyst We Were Waiting for to Modernize the Courts?

Webcast on May 20, 2020 (1.5 hour CPD)

In his latest book, *Online Courts and the Future of Justice*, Professor Richard Susskind, one of the world's most-cited authors on the future of legal services, writes about how online courts are destined to transform litigation. Our distinguished guests were invited to debate whether technology can transform the legal system and offer better access to justice.

With The Right Honourable Richard Wagner, P.C., Chief Justice of Canada and Professor Richard Susskind, OBE, internationally renowned author, speaker and adviser

AGEISM AND NEGLECT

SPECIAL WEBCAST

Ageism and Neglect During the COVID-19 Pandemic: How Can We Do Better?

Webcast on June 23, 2020 (1 hour CPD)

With Martine Lagacé, Associate Vice-President, Research Promotion and Development, University of Ottawa

Jane Meadus, Institutional Advocate, Advocacy Centre for the Elderly



“CIAJ has been providing outstanding support to judges and all legal professionals for over 45 years. It is an organization that is attentive to the needs of all those involved in the justice system and makes every effort to meet them from a current and multidisciplinary perspective.”

CIAJ's maxim “Listening. Learning. Leading.” takes on its full meaning in these difficult times marked by the pandemic, and I wish to express my congratulations for its programming, particularly in relation to the modernization of the courts.”

The Right Honourable Richard Wagner, P.C.
Chief Justice of Canada

CUSTOMIZED PROGRAMS 2019–2020

In 2019–2020, CIAJ delivered seven customized training programs in both official languages, for diverse organizations, courts and tribunals. However, many trainings were cancelled or postponed due to the COVID-19 pandemic.

With its experience in legal training over the past 45 years, and drawing on its extensive network of experts, including experienced judges, leading academics, lawyers and consultants from across the country, CIAJ is one of those rare national organizations that provide training programs to all players in the judicial system, in both official languages. It's diverse clientele gives CIAJ a unique perspective on current issues, so it can address the specific needs of different legal actors in Canada.

JUDGMENT WRITING

Cour du Québec

September 9–11, 2019, Quebec, QC
October, 21–23, 2019, Montreal, QC
January 13–15, 2020, Quebec, QC
February 17–19, 2020, Montreal, QC

This program includes lectures, discussions, and workshops that stress the nature of good prose, point-first writing and the special requirements and special challenges of judicial writing. Each judge is assigned an instructor who reads a sample of the judge's writing prior to the training.

CASE MANAGEMENT & DECISION WRITING

Copyright Board of Canada

December 2–4, 2019, Ottawa, ON

This three-day training program was tailored for the members of the Copyright Board of Canada. Day 1 session provided essential tools for decision writers, new or experienced, to improve their decision writing skills. Day 2 and 3 sessions were designed to guide the participants through case management. Learning strategies included lectures, discussions, real-life scenarios and workshops.

DECISION WRITING

Immigration and Refugee Board of Canada – Immigration Appeal Division

March 5–6, 2020, Vancouver, BC
March 12–13, 2020, Toronto, ON
July 6–20, 2020, Montreal, QC

This program aiming to provide essential tools for decision writers, new or experienced, was customized for members of the Immigration and Refugee Board of Canada – Immigration Appeal Division (IAD).

NATIONAL DISCUSSIONS ON KEY ISSUES



ROUNDTABLES ACROSS CANADA

In addition to offering various training programs, CIAJ has developed two series of roundtables on current topics important to the legal community and the population across Canada.

These roundtables are a way for CIAJ to contribute directly to the improvement of the administration of justice. They bring together numerous academics and decision-makers (judges, Crown counsel, defence counsel, representatives of organizations that provide legal services to the public) to explore effective solutions to improve the justice system and make it more accessible.

Meetings were suspended in 2019 due to the pandemic and are expected to resume over the course of 2021.

CRIMINAL DELAYS

The goal of these individual roundtables is to discuss the pressing issue of lengthy criminal delays in a given jurisdiction, particularly after the influential Supreme Court of Canada decision *R. v. Jordan*. Each meeting is followed by the publication of a [report](#). A national symposium may be held at the end of the process, to share perspectives from each province, with the goal of presenting concrete recommendations in a report representing a national outlook on the issue of criminal delays in Canada. It will be important to resume these roundtables and examine how the system can respond to situations such as a pandemic.

Roundtables schedule

- December 2, 2017, British Columbia (Vancouver)
- October 13, 2018, Alberta (Edmonton)
- December 1, 2018, Nova Scotia (Halifax)
- Ontario (postponed, date to come)
- Quebec (postponed, date to come)

JURY REPRESENTATION

This series of roundtables was initiated by the members of CIAJ's Circle of Indigenous Peoples and addresses the issue of systemic barriers to the representation of Indigenous peoples and racialized minorities on juries in Canada. A research project on the status of juries across Canada was conducted by CIAJ and is available on our website. Each meeting is followed by the publication of a [report](#). A national symposium (first planned in late winter 2020, to be re-scheduled), will discuss the various recommendations coming from the provinces.

Roundtable schedule

- April 6, 2019, Manitoba (Winnipeg)
- June 1, 2019, British Columbia (Vancouver)
- Sept. 21, 2019, Atlantic Canada (Halifax, NS)
- November 2, 2019, Alberta (Calgary)
- Ontario (postponed, date to come)
- Quebec (postponed, date to come)

UPCOMING PERMANENT PROGRAMS 2020-2021

CIAJ's permanent programs are offered in both official languages with simultaneous interpretation. Most are accredited in provinces where CLE requirements for lawyers are mandatory. Programs for judges are approved under Section 41 (1) of the *Judges Act*.

These programs include CIAJ's flagship annual conferences. Every year for the past 45 years, these events have been building bridges between justice and non-justice experts, gathering different viewpoints, and contributing to solutions that enable change.

In the aftermath of the COVID-19 pandemic, some of the upcoming 2020-2021 programs that usually take place in-person have already been moved online. CIAJ is monitoring the situation closely and will be adapting its programs on a regular basis.

SEMINAR FOR NEW FEDERALLY APPOINTED JUDGES (biannual)

– Joint program with the National Judicial Institute (NJI)

Fall Edition: October 26–30, 2020

MOVED ONLINE

Spring Edition: April 11–16, 2021

Location: Gatineau, QC

LEGISLATIVE DRAFTING CONFERENCE (biennial)

20th Anniversary: 4 parts of 3 hours each, on September 10–18–24 and October 1, 2020

MOVED ONLINE

ADVANCED JUDICIAL SEMINAR ON ADMINISTRATIVE LAW (biennial)

Date: Rescheduled from May 28, 2020, to November 26, 2020

MOVED ONLINE

NATIONAL ROUNDTABLE ON ADMINISTRATIVE LAW (annual)

Date: June 11, 2021

Location: Ottawa, ON

JUDGMENT WRITING SEMINAR (annual)

Date: June 28– July 1, 2021

Location: Montreal, QC

45th ANNUAL CONFERENCE

(Theme: Indigenous Peoples and the Law)

Date: November 17–19, 2021

Location: Vancouver, BC

DIALOGUES ON JUDGING: Challenges and Rewards of a Long-Serving Career (biennial)

Joint program with NJI

Date: 2022

Location: Toronto, ON

COLLABORATION

ACTION COMMITTEE SUMMIT (annual)

In collaboration with the Action Committee on Access to Justice in Civil and Family Matters

Date and location to be announced.

FLAGSHIP ANNUAL CONFERENCES

VANCOUVER 2021 | HALIFAX 2022 | OTTAWA 2023



INDIGENOUS PEOPLES AND THE LAW

DATE: NOVEMBER 17–19, 2021

LOCATION: VANCOUVER, BC

Overview:

- Indigenous justice developments over the previous five years
- The Truth and Reconciliation Commission of Canada
- Establishing and maintaining respectful relationships, repairing trust, forging true social change
- Self-governance and economic development in Indigenous communities
- Better access to justice
- Traditional indigenous laws and their application



THE RIGHT TO DIGNITY

DATE: FALL 2022

LOCATION: HALIFAX, NS

Overview:

- Dignity as a fundamental human right
- Dignity as a right in the Quebec Charter
- The role of human dignity in statutory interpretation
- Law and dignity
- Legal protection and dignity
- Dignity as it relates to decision making and decision writing

A particular focus of the conference will be child protection, health law, elder law and end of life issues.



THE LAW OF BORDERS

DATE: FALL 2023

LOCATION: OTTAWA, ON

Overview:

- Immigration
- Refugees
- Extradition
- Citizenship
- Transnational litigation
- Globalization and governance
- International tribunals and arbitration
- Inter-provincial issues

PRIZES, AWARDS & FELLOWSHIPS

Committed to promoting sound administration of justice since 1974, CIAJ prides itself on supporting the legal community at all levels.

CIAJ's actions would not be possible without the commitment and dedication of outstanding professionals. Each year, CIAJ recognizes and supports these visionaries by awarding various prizes and scholarships to encourage volunteer involvement, research and creativity.

Thank you to all those who are committed to the administration of justice in this country and who share their skills to improve the system with heart and wisdom for the benefit of society as a whole.

PRESIDENT'S AWARD

In 2016, CIAJ established the President's Award to highlight the exceptional contribution of one of its volunteers. The Award is given every other year, alternately with the Justice Medal. The next award will be given at the 45th Annual Conference, in November 2021.

PAST RECIPIENTS

- **2018:** Mr. Michael Gottheil
Chief of the Commission and Tribunals of the Alberta Human Rights Commission
- **2016:** Professor John Mark Keyes
Faculty of Law, University of Ottawa –
Common Law Section

JUSTICE MEDAL

At CIAJ's tenth Anniversary, in 1984, the Board of Directors established a Justice Medal Award to be given every second year as a mark of exceptional achievement to a person who has shown distinctive leadership in the administration of justice in Canada, or by his or her writings or other endeavours, has made a significant contribution to the administration of justice in Canada. Recipients are announced at CIAJ's Annual Conference in the fall. The next Medal will be given at the 46th Annual Conference, in the fall of 2022.

2019 LAUREATES

The 2019 Justice Medal was awarded jointly to Mr. John McCamus, Professor Emeritus and former Dean of Osgoode Hall Law School, and Affiliated Scholar at Davies Ward Phillips & Vineberg LLP, and to The Honourable Patrick J. LeSage, C.M., O.Ont., Q.C., former Chief Justice of the Ontario Superior Court of Justice.





RESEARCH FELLOWSHIP

Created in 2009 in honour of a former CIAJ President, the Charles D. Gonthier Research Fellowship of \$7,500 supports research in relation to the topic of CIAJ's Annual Conference.

The 2020 Research Fellowship was given to Dalla Lana School of Public Health, University of Toronto PhD student Tenzin Butsang for her research on "Kijibashik - Turn it Around: Stories About Motherhood from Previously Incarcerated Indigenous Mothers in Ontario." Ms. Butsang is invited to present her essay at CIAJ's 45th Annual Conference in November 2021.

TENZIN BUTSANG

Tenzin Butsang is interested in understanding the intersections between health inequity and the criminal justice system through community-led research. She received a Bachelor of Science from the University of British Columbia in 2017 and recently completed a Master of Public Health in Indigenous Health at the University of Toronto, where she will be undertaking a PhD in Social and Behavioural Health Sciences.



ESSAY PRIZE

The Christine Huglo Robertson Essay Prize aims to engage law students in the work of CIAJ and promote scholarship regarding the administration of justice.

The 2020 Essay Prize of \$1,000 was awarded to a McGill University Faculty of Law student, Michelle Pucci, for her essay entitled: "Who sets the course in a health crisis response?" Ms. Pucci is invited to present her essay at CIAJ's 45th Annual Conference in November 2021.

The prize was created in honour of CIAJ's Executive Director from 1992-2012.

MICHELLE PUCCI

Michelle Pucci is a BCL/JD candidate at McGill University. Before beginning law school in 2018, she was as a reporter and producer for CBC Nunavut, a fellow at The Walrus, and an intern with the Montreal Gazette. She completed a BA in journalism at Concordia University.



THREE-MINUTE VIDEO CONTEST

This contest was created in 2019 in order to invite law students across Canada to share their thoughts on a key issue, and to contribute to the discussion of CIAJ's next Annual Conference.

There were two winners in 2019. Their videos were presented to the 2019 Annual Conference attendees and helped define the topics of the student panel for the upcoming conference on "Indigenous Peoples and the Law." The videos will be made available on CIAJ's website prior to the 2021 Conference.

2019 WINNERS

- Montana Cardinal, Graduate Student in the Ph.D. in Law program University of Ottawa
- Allison MacDonald, JD Candidate 2022 Thompson Rivers University



TRIBUTE TO OUR MEMBERS

CIAJ would like to thank its members for their continued support. This past year had its fair share of challenges, but it is because of dedicated members like you that we were able to continue our work: bringing together individuals and institutions involved in the administration of justice and promoting excellence through knowledge, learning and the exchange of ideas. Being surrounded by such engaged and knowledgeable members, we can continue to lead our community in shaping and improving the access to justice for all Canadians.

A GROWING COMMUNITY

We are happy to report that over 600 new members joined CIAJ this year! This growth is partly due to our shift in hosting multidisciplinary and bilingual programs in a virtual

format. This change has given us the opportunity to reach different groups of professionals across Canada, as well as abroad. Increasing the diversity in our membership has enriched our community and helped bring interesting and new perspectives to our discussions.

GIFT MEMBERSHIPS

With the help of our members and community, CIAJ is able to create programs that support the next generation of justice ambassadors in Canada. In 2019-2020, through the generosity of a few members, 43 one-year memberships were paid for and donated to students and young lawyers. This is a wonderful way to contribute and grow our member community. These memberships also helped foster multiple CIAJ student/young lawyer programs. For instance, we were able to place 13 students in courts through our "Judicial Internships Across Canada" program.

GET INVOLVED

There are many ways to get involved in shaping the administration of justice. CIAJ works hard to make a difference and welcomes its members to add their voices to the effort.

Whether it be from writing a blog post, speaking or volunteering at our events, donating or encouraging a friend or colleague to become a CIAJ member, no gesture is too small.

We are excited to see what positive impact this year's memberships will have on upcoming programs and activities.

Please contact us if you wish to participate in the development of our activities. New projects and ideas are always welcome.

JUDICIAL INTERNSHIPS

In the summer of 2019 CIAJ launched the Judicial Internships program to place law students with judges for a week or two of hands-on legal education. The program is designed to allow students additional avenues beyond those offered at their faculties to gain practical experiences during their studies. Participating courts are given wide latitude to modify the experience to fit the needs of the student and the judges with whom they have been paired. Applications go through a double screening process whereby CIAJ reviews the initial submissions to pass on the stronger candidates to the participating courts which themselves can accept or refuse to take on any individual student.

The first year saw 155 applicants from 9 provinces, the majority of which came from Quebec and Ontario, followed by British Columbia and Alberta. In total CIAJ was able to have 5 students placed with judges, two in Toronto, two in Calgary and one in Fredericton.

Despite the onset of the COVID-19 pandemic, 2020 saw a greater placement of students. In 2020 CIAJ received 92 applications, the strong majority of which came from Quebec, and just over a quarter from Ontario. Thanks to the support of the honourable justice Claude Dallaire, 12 students received placements with several judges at the Superior Court in Montreal. Additionally, CIAJ placed 1 student at the Supreme Court of Newfoundland and Labrador at the Duckworth St. Courthouse with the honourable chief justice Raymond P. Whalen. The restrictions imposed by the COVID-19 prevented the courts which had to agree to participate in the program in Ontario from accepting applications from the 2020 cohort.

The feedback that we have received from students indicated extremely positive results. Students not only learnt from judges, but also from the lawyers they observed. As participation is voluntary, the judges who take on students seem to want to give them as good of an experience as they can get, and so the students get to see a variety of cases while also being able to draft legal memos and perform legal research for the judges. Moreover, students can begin building their network and open up other opportunities for themselves all while becoming more familiar with the day to day workings of the law.

THE STUDENT SECTION

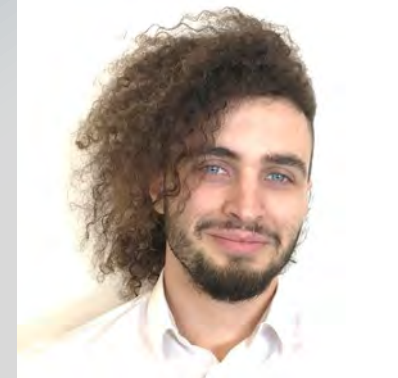
CIAJ welcomed the introduction of the first president of its Student Committee Viviane Lavergne in 2020. The addition of the president is meant to formalize the projects of the committee to better implement them. In consideration of the success of the Judicial Internship program, the focus of the Student Committee for the following year is to put into place projects that give law students more opportunities to learn the practical skills needed to practice law. With the Student Committee composed of law students from around the country, the committee is in a good position to evaluate some common needs of law students such as the development drafting skills, researching skills, legal writing and even argumentation. With the ability to readily host webinars, CIAJ is well prepared to meet the needs of law students with virtual should the pandemic last longer, and even incorporate virtual access to programs permanently once people can gather safely together once again.

Photos: Three of our student members involved in 2019-20.

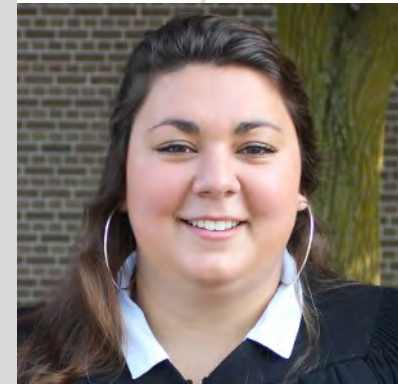
THE NEXT GENERATION



Viviane Lavergne, UdeM



Nathan Afilalo, McGill

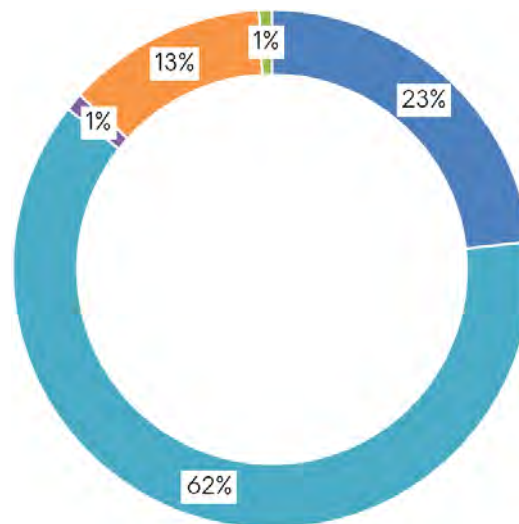


Julia Borges, Schulich

ABOUT OUR MEMBERS 2019-2020

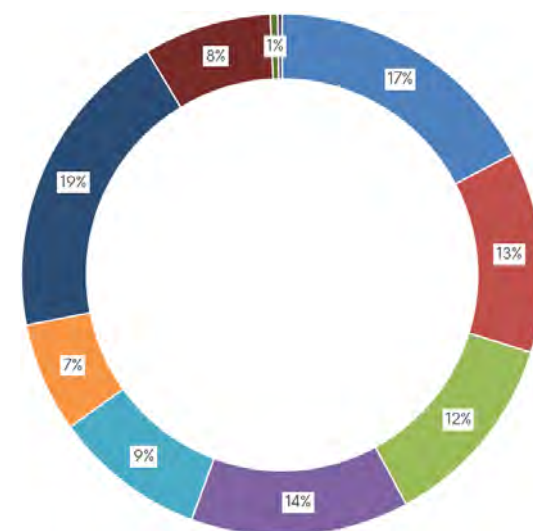
CIAJ members come from all regions of Canada, and include the judiciary, legal professionals, professors, legislative drafters, administrative tribunal members, journalists, court personnel, representatives of government agencies, staff of social and police agencies, and law students. 38 institutions became active members in 2019-2020.

MEMBERSHIP BY CATEGORY




- Individual
- Institutional
- Retired
- Student
- Young Lawyer

MEMBERSHIP BY PROFESSION



- Federally Appointed Judges
- Students
- Academics
- Lawyers/Law Clerks
- Administrative Tribunals
- Legislative Drafting
- Provincial/Territorial Appointed Judges
- Governments
- Non-Profit Organizations
- Corrections/Law Enforcement

MEMBERSHIP BY PROVINCE



PROVINCE	INDIVIDUAL	INSTITUTIONAL (INDIVIDUALS)	RETIRED	STUDENT	YOUNG LAWYER	TOTAL
Alberta	50	45	2	18	3	118
British Columbia	44	23	3	13		83
Manitoba	16	5				21
New Brunswick	12	53	1	4		70
Prince Edward Island	8	48		6	2	64
Newfoundland and Labrador	8		1	1		10
Nova Scotia	18	5	1	5		29
Ontario	87	331	9	61	6	494
Quebec	79	392		67	1	539
Saskatchewan	23	9		13		45
Yukon	4	30				34
Northwest Territories	1	1				2
Nunavut	2	1		1		4
International	1					1
TOTAL	353	943	17	189	12	1514

PROGRAMS LISTING & PARTICIPATION CHART (JULY 1, 2019-JUNE 30, 2020)

WHEN	WHAT	LANGUAGE	WHERE	PARTICIPANTS	SPEAKERS
September 9-11, 2019	Cour du Québec (Judgment Writing)	French	Quebec, QC	25	5
October 16-18, 2019	Annual Conference on "The Impact of Artificial Intelligence and Social Media on Legal Institutions"	Bilingual	Quebec, QC	165	43
October, 21-23, 2019	Cour du Québec (Judgment Writing)	French	Montreal, QC	25	5
October 26–Nov. 1, 2019	Seminar for New Federally Appointed Judges (Joint program with NJI)	Bilingual	Victoria, BC	93	38
November 13-15, 2019	Dialogues on Judging: Challenges and Rewards of a Long-Serving Career (program with NJI)	Bilingual	Toronto, ON	28	13
December 2-4, 2019	Copyright Board of Canada (Case Management & Decision Writing)	English	Ottawa, ON	16	6
January 13-15, 2020	Cour du Québec (Judgment Writing)	French	Quebec, QC	25	5
January 30, 2020	Administrative Law Webinar New Standard of Review: The Essentials	English	Online	163	2
January 30, 2020	Administrative Law Webinar La nouvelle norme de contrôle: les points essentiels	French	Online	50	2
February 17-19, 2020	Cour du Québec (Judgment Writing)	French	Montreal, QC	25	5
February 19, 2020	Live Webinar Vavilov: Impact on Legislative Drafting	English	Online	192	2
February 20, 2020	Live Webinar Vavilov: l'impact sur la rédaction législative	French	Online	60	2
March 5-6, 2020	Immigration and Refugee Board of Canada – IAD (Decision Writing)	English	Vancouver, BC	11	4
March 12-13, 2020	Immigration and Refugee Board of Canada – IAD (Decision Writing)	English	Toronto, ON	17	3
March 19-20, 2020	Immigration and Refugee Board of Canada – IAD (Decision Writing)	French	Montréal, QC	<i>Cancelled or rescheduled</i>	
March 25, 2020	Live Webinar Becoming the Boss of Your Mental Health: Self-Management Practices for Anxiety in the Workplace	English	Online	53	2
March 25, 2020	Live Webinar Être maître de sa santé mentale: pratiques d'autogestion de l'anxiété au travail	French	Online	29	2
March 28-April 3, 2020	Seminar for New Federally Appointed Judges (Joint program with NJI)	Bilingual	Gatineau, QC	<i>Cancelled or rescheduled</i>	
April 1, 2020	Live Webinar Mindfulness and Meditation Practices in Times of Crisis	English	Online	212	2
April 1, 2020	Live Webinar Répondre au stress : apprendre à déjouer les réactions néfastes	French	Online	51	2
April 8, 2020	Live Webinar Stuck at Home: Tips and Tricks for Surviving (And Thriving) During a Crisis	English	Online	163	2
April 8, 2020	Live Webinar Méditation et pleine conscience en temps de crise	French	Online	40	2
April 15, 2020	Live Webinar Confiné à la maison: conseils et astuces pour survivre (et même s'épanouir) en temps de crise	French	Online	31	2
April 15, 2020	Live Webinar Gérez la crise en adoptant de bonnes stratégies	French	Online	21	2

PROGRAMS LISTING & PARTICIPATION CHART (JULY 1, 2019-JUNE 30, 2020)

WHEN	WHAT	LANGUAGE	WHERE	PARTICIPANTS	SPEAKERS
April 22, 2020	Live Webinar Building Mental Health into Emergency Management and Business Continuity Programs	English	Online	65	2
April 22, 2020	Live Webinar Intégrer la question de la santé mentale dans les programmes de gestion des urgences et de continuité des activités	French	Online	21	2
April 20-22, 2020	Cour du Québec (Judgment Writing)	French	Montreal, QC	Rescheduled	
April 26-30, 2020	Mastering the Skill of Judgment Writing (Joint program with NJI)	Bilingual	Vancouver, BC	Cancelled and rescheduled	
May 6, 2020	Live Webinar Administrative Tribunals and COVID-19: Challenges, Solutions and Takeaways	English	Online	143	3
May 7, 2020	Live Webinar Tribunaux administratifs et COVID-19 : défis, solutions et enseignements	French	Online	46	3
May 20, 2020	Special Webcast Will COVID-19 Be the Catalyst We Were Waiting for to Modernize the Courts?	Bilingual	Online	646	3
May 25, 2020	Live Webinar Six Months of Vavilov: Where Are We Now?	English	Online	83	2
May 26, 2020	Live Webinar Vavilov: Où en sommes-nous six mois plus tard?	French	Online	12	2
May 28, 2020	Advanced Seminar on Administrative Law	Bilingual	Ottawa, ON	Cancelled or rescheduled	
May 29, 2020	Online Program National Roundtable on Administrative Law (2020 Edition): Towards a Unified Theory of Administrative Law?	Bilingual	Online	92	12
June 3-4, 2020	Decision Writing Seminar (Joint program with CCAT)	Bilingual	Ottawa, ON	Cancelled or rescheduled	
June 17, 2020	Live Webinar Judicial Review of Delegated Legislation: The Long and Winding Road to Vavilov	English	Online	140	2
June 18, 2020	Live Webinar Le contrôle judiciaire de la législation déléguée: la route de Vavilov est longue et tortueuse	French	Online	25	2
June 23, 2020	Live Webinar Ageism and Neglect During the COVID-19 Pandemic: How Can We Do Better?	English	Online	14	3
June 23, 2020	Live Webinar Âgisme et négligence pendant la pandémie de COVID-19: comment faire mieux?	French	Online	4	3
June 29-July 2, 2020	Online Program Seminar on Judgment Writing	Bilingual	Online	37	19
60 DAYS	35 EVENTS	6 BILINGUAL 13 ENGLISH 16 FRENCH	10 PROGRAMS IN 6 CITIES 25 ONLINE	2311 PARTICIPANTS	129 SPEAKERS

BOARD OF DIRECTORS (2019-2020)

EXECUTIVE

President

- The Honourable Justice James W. O'Reilly

First Vice-President

- The Honourable Justice P. Colleen Suche

Second Vice-President

- The Honourable CJ Michael J. Wood

Secretary-Treasurer

- The Honourable ACJ Scott Hughes

- Mr. Mark Benton, Q.C.

Past President

- Mr. Patrick A. Molinari, Ad. E., FRSC

MEMBERS

- Master Linda S. Abrams
- Mr. Stephen Bindman
- ADM Brenda Butterworth-Carr
- The Honourable Justice Thomas J. Crabtree
- The Honourable Justice Julie Dutil
- Mr. Athanasios Hadjis
- The Honourable Justice Lois R. Hoegg
- The Honourable Justice Lana Krogan
- Ms. Viviane Lavergne, student member
- Mr. Adam O. Letourneau, Q.C.
- The Honourable Justice Yves-Marie Morissette
- Professor Bradford Morse
- The Honourable Justice Michelle O'Bonsawin
- The Honourable Justice J. C. Marc Richard
- Professor Kent Roach
- The Honourable Justice Robert J. Sharpe
- Mr. Mark Spakowski
- The Honourable Judge Eric J. Tolppanen
- The Honourable Justice Peter M. Willcock
- CIAJ's Executive Director (ex officio)

The Board had two meetings this year, one in person in Québec city during the 2019 Annual Conference and once by phone in May 2020.

EXECUTIVE COMMITTEE

The mandate of the Executive Committee is to recommend new directors and honorary directors for election to the Annual General Meeting in order to fill vacancies. The Committee reports to the Board of Directors on current CIAJ operations in addition to recommending any changes to employment conditions. The Committee sets goals for the organization in line with its mandate and ensures their implementation. The Executive committee held nine (9) regular meetings by telephone conference, as well as a one online conference in May with the Planning Education and Research Committee to discuss upcoming programs and advance the Annual Conference planning for upcoming years.

FINANCE AND AUDIT COMMITTEE

The mandate of the Finance and Audit Committee is to oversee the finances of the organization including risk management. It reviews the monthly and year-end financial statements and reports to the Board on CIAJ's financial management. Its members review the management of funds, financial operations and investments. The Committee reviews the Auditor's Report and makes recommendations to the Executive Committee, who in turn may recommend its adoption to the Board. Every five years, the Committee launches a tender to receive bids from independent auditors.

Chair: The Honourable Justice Michael J. Wood

Members

- Mr. Adam O. Letourneau, Q.C.
- Professor Bradford Morse
- The Honourable Justice Michael J. Wood
- CIAJ's President and Executive Director (ex officio)

The members of the Finance and Audit Committee held one (1) regular meeting during the year. They analyzed the audited financial statements as of June 30, 2020 and they recommend the adoption of the 2019-2020 report of the Auditors Massie Turcotte and Associates Inc. For the fiscal year 2019-2020, revenues are at \$1,305,762 and expenses for seminars and conferences are at \$1,258,064 creating a surplus of \$47,698. When we add net administrative expenses, we have a slight deficit of \$14,452. As of June 30, 2019, CIAJ has a fund balance of \$317,286.

COMMUNICATION AND MEMBERSHIP

The mandate of the Communication and Membership Committee is to implement CIAJ's recruitment and communication plans and develop tools to promote CIAJ. It makes recommendations on the best strategies to attract and retain members and to communicate with them.

Chair: Mr. Mark Benton, Q.C.

Members

- Master Linda S. Abrams
- Mr. Stephen Bindman
- The Honourable Justice Julie Dutil
- Mr. Athanasios Hadjis
- The Honourable Justice Peter M. Willcock
- The Honourable CJ Michael J. Wood
- CIAJ's President (ex officio)
- CIAJ's Executive Director (ex officio)
- CIAJ's Communication Manager (ex officio)
- CIAJ's Membership Manager (ex officio)

The Communication and Membership Committee held two (2) meetings this year.

EDUCATION AND RESEARCH

The mandate of the Education and Research Planning Committee is to develop and monitor the planning of educational programs and research at CIAJ. Members also choose the themes for the annual conferences and recommend legal experts according to the topics covered. The Committee worked on the 2019 and 2020 Annual Conferences and met during a one-day retreat in May 2019 in order to develop the themes for the upcoming conferences for 2021 and 2022.

Chair

- The Honourable Justice James W. O'Reilly

Members

- Master Linda S. Abrams
- Mr. Stephen Bindman
- The Honourable Justice Lois R. Hoegg
- The Honourable Lana Krogan
- Mr. Patrick A. Molinari, Ad. E, FSRC
- The Honourable Justice Yves-Marie Morissette
- Professor Bradford Morse
- The Honourable Justice Michelle O'Bonsawin
- The Honourable Justice Robert J. Sharpe
- The Honourable Justice P. Colleen Suche
- The Honourable Judge Eric J. Tolppanen
- Professor Martine Valois
- CIAJ's Executive Director (ex officio)

The Education and Research Planning Committee met virtually on May 2, 2020, just after the Board meeting.

INTERNATIONAL OUTREACH

CIAJ has created a new committee to explore opportunities to develop international programs.

Members

- Mr. Mark Benton, Q.C.
- The Honourable Justice Lana Krogan
- The Honourable Justice Julie Dutil
- The Honourable Justice James W. O'Reilly
- The Honourable Justice P. Colleen Suche
- CIAJ's Executive Director (ex officio)

The International Outreach Committee has had two (2) meetings this year.

2019 JUSTICE MEDAL

The Justice Medal is given every other year, alternately with the President's Award. The 2019 Justice Medal Search Committee met by conference call to discuss submissions received. The Members recommended candidates for the 2019 Medal to the Executive Committee.

Members

- Mr. Mark Benton
- The Honourable Justice Lana Krogan
- The Honourable J. C. Marc Richard

2020 PRESIDENT'S AWARD

The work of volunteers is essential to achieve CIAJ's mission and reach its objectives. In 2016, CIAJ established the President's Award to highlight the exceptional contribution of one of its volunteers. The Award is presented at CIAJ's Annual Conference and is given every other year, alternately with the Justice Medal. CIAJ's Executive Committee may suggest names of candidates directly and/or ask members of CIAJ's Board of Directors, members of CIAJ's Committees or CIAJ's Executive Director.

PARTNERS (2019-2020)

Thank you to all the speakers, experts, professors and judges who help CIAJ deliver high quality programs throughout Canada.

CIAJ collaborates with many partners. We would like to take this opportunity to warmly thank the employees and members of these organizations for their continued support.

We invite you to visit our website to learn more about our programs:

www.ciaj-icaj.ca

- The National Judicial Institute (NJI)
- The Council of Canadian Administrative Tribunals (CCAT)
- The ADAJ Project
- The Action Group on Access to Justice
- The Action Committee on Access to Justice in Civil and Family Matters
- The Centre for Professional Development (Université de Montréal, Law Faculty)
- CAIJ - Centre d'accès à l'information juridique
- Experts from around the country

TEAM

Christine O'Doherty, Lawyer Executive Director

Christine O'Doherty is a bilingual lawyer experienced in professional, labour and commercial law. She has contributed to developing and implementing effective government relations and public affairs strategies. Ms. O'Doherty has taught at the Faculté de pharmacie de l'Université de Montréal for 14 years, where she was responsible for the implementation of the soft skills curriculum for graduate and undergraduate students. In her spare time she writes fiction.

Isabelle Ligot Communications Manager

Isabelle likes developing creative communication strategies and building bridges between people. Her work at CIAJ includes writing and translating various texts, creating brochures and designing visuals, and managing all web content. Isabelle graduated from the Conservatoire de musique du Québec à Montréal. A language lover, she also holds a certificate in translation from McGill University, where she pursues graduate studies in legal translation.

Vicki Gondek, CMP Project Manager of Judicial Programs

Vicki is a project manager of all the judicial programs at CIAJ since 2014. She earned a bachelor's degree in Sociology from Concordia University, an Event Planning Certificate from LaSalle College and as of May 2017, she became a Certified Meeting Professional (CMP). When Vicki isn't planning CIAJ events throughout Canada, she likes to cook and spend time in the great outdoors biking around Montreal.

Maria Aylward, Lawyer Manager, Project and Business Development

Maria happily joined CIAJ after working as a lawyer in private practice with Gowling WLG, and originally, with an intellectual property boutique in Montreal. A proud Newfoundlander, Maria completed her B.Sc. and B.A. at Memorial University. While pursuing her J.D. at Dalhousie University, Maria was awarded the James A. MacDonald Award and the Eunice Beeson Memorial Prize for her academic success and scholarly involvement. For her articles, Maria worked as a Law Clerk at the Tax Court of Canada. Maria obtained her Civil Law degree at the University of Ottawa in 2012 and loves living in Montreal.

Lynne Robichaud Administration and Membership Manager

In her last role as sales coordinator, Lynne worked as a liaison between the sales team, channel partners, project designers and customer service staff to ensure a smooth execution of projects in Canada and the US. Lynne's career background also includes several years experience in software training, customer service and accounting. Having spent most of her life in New Brunswick, Ontario and travelling all over the world, she now has planted her roots in Montreal.

Mary Plagakis Program Coordinator

Mary is the coordinator for non-judicial programs, making sure that everything runs smoothly, and everyone is well taken care of. She holds a Bachelors in Sociology and a Bachelors in Child Studies from Concordia University. She enjoys solving puzzles, getting caught up on reading her pile of books. One of the things on her to do list is travel to Australia and New Zealand.

Nathan Afilalo Articling Student

Nathan Afilalo is a recent graduate of McGill's BCL/LLB program and is CIAJ's first articling student. He has clerked at the Montreal Municipal Court, as well as involved himself in Montreal based access to justice organizations such as The Mile End Legal Clinic, the Centre for Research-Action and Race Relations and the Concordia Student Union Legal Information Clinic. At CIAJ Nathan conducts legal research on our Nation Discussions, pens reports and helps develop CIAJ's student initiatives.

ADVISOR

Professor Martine Valois, Lawyer Faculty Advisor

Martine Valois, Ad.E. is an Associate Professor at the Université de Montréal's Faculty of Law. She is a graduate of this faculty (LL.B. and LL.D.) and Harvard University (LL.M.). Ms. Valois was Principal Drafting Advisor to the Commission of Inquiry on the nomination process of judges in Quebec (Bastarache Commission). Professor Valois is a researcher at the Centre de droit des affaires et du commerce international [Centre for Business and International Trade Law]. In 2018, she was a visiting researcher at the Max-Planck Institute for Social Anthropology in Halle, Saale, Germany. Her areas of research include judicial independence, legal theory and administrative justice. She is the author of several books related to these topics.



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